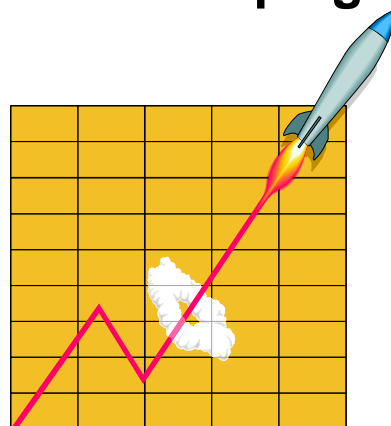


# Non-Tax Revenue Optimization Campaign



## Survey of Current Practices: Advertising and Links on State Web Sites

### Executive Summary

***Commonwealth of Massachusetts***

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**March 19, 1998**

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# **Non-Tax Revenue Optimization Campaign**

## **Survey of Current Practices: Advertising and Links on State Web Sites**

### **Executive Summary**

### ***Table of Contents***

<b>Background: The Rev Opt Success Story.....</b>	<b>1</b>
<b>Purpose of This Study .....</b>	<b>1</b>
<b>Data Gathering Methodology.....</b>	<b>2</b>
<b>Questionnaire to State Government Executives.....</b>	<b>2</b>
<b>Observations from Survey of State Web Sites.....</b>	<b>3</b>
<b>Policies and Disclaimers .....</b>	<b>4</b>
<b>Summary of Findings .....</b>	<b>5</b>
<b>Appendix 1: E-mail Questionnaire Sent to State Executive Contacts .....</b>	<b>7</b>
<b>Appendix 2: Summary of Selected Questionnaire Responses.....</b>	<b>8</b>
<b>Appendix 3: All Questionnaire Responses (Full Text) .....</b>	<b>10</b>
<b>Appendix 4: Random Survey of State Web Sites.....</b>	<b>24</b>

### ***Background: The Rev Opt Success Story***

The Non-Tax Revenue Optimization Campaign (nicknamed Rev Opt) began in 1990 as a statewide, multi-year financial strategy to remedy a fiscal crisis and to help balance the state's budget. When trying to balance a budget, governments traditionally focus on a single choice: cut spending or raise taxes. In 1990, the Commonwealth introduced a third option that transformed financial management in Massachusetts: improve non-tax revenue performance. By the close of FY 1996, the state had a \$1.2 billion budget surplus. While several factors contributed to this dramatic turnaround, one of the most significant was the Non-Tax Revenue Optimization Campaign.

The focus of Rev Opt is the collection previously uncollectable revenues owed to the state including fines, fees, licenses, rents, sales, assessments, and Federal reimbursements, thereby optimizing these revenue sources without raising those fines, fees, etc. Every additional dollar of non-tax revenue owed, but not previously collected, helps to balance the state budget without cutting program spending or relying on taxes. The funds generated by Rev Opt represent a new revenue stream, not otherwise budgeted or expected. Rev Opt has generated roughly \$700 million, almost a third of the \$2.3 billion turnaround that occurred between 1990 and 1996. The overall strategy of Rev Opt has four components:

- ◆ new policy and statutory guidance,
- ◆ enhanced business/information systems,
- ◆ business practice innovations, and
- ◆ full cost accounting and cost recovery.

The ongoing work of the Rev Opt Campaign caused state financial managers to look at existing business practices with a fresh perspective, fostering a broader and deeper understanding of financial management. Today, the Rev Opt Task Force is exploring new and innovative business practices that will generate additional non-tax revenue for the Commonwealth. The task force is seeking to build upon its proven success with collections and to diversify into completely new sources of revenue. One possible diversification option for revenue optimization is advertising sales in existing state government channels. <<BACK

### ***Purpose of This Study***

As a possible element of our non-tax revenue optimization strategy, the Commonwealth is exploring the potential opportunities and complexities of selling advertising space on our web sites to private sector organizations.

Simply stated, the purpose of this study was to take a pulse of current web practices in other state governments. We sought to determine if any other governments are selling ad space or links on their web sites to the private sector. If the answer was yes, we wanted to benefit from any lessons learned; leverage the insight, ideas, and expertise of our colleagues; and avoid reinventing the wheel regarding such issues as management and policy development. If the answer was no, we wanted to learn what issues, concerns, or complexities kept state governments from moving forward. We also wanted to visit other state government web sites to observe what advertising and link practices our colleagues were implementing today. <<BACK

## **Data Gathering Methodology**

Information for this study was gathered from two primary sources: a questionnaire to state government executives, and a random survey of state web sites. <<BACK

### **Questionnaire to State Government Executives**

On February 2, the Office of the State Comptroller (OSC) e-mailed a questionnaire to over 150 executives in the 50 state governments and the District of Columbia. The recipient list was based on NASIRE and NASACT primary contact lists. At least one individual from each state and the District of Columbia received the questionnaire.

The questionnaire addressed current business practices and future plans to sell space on state web sites for revenue. The questionnaire included the following subject areas: which departments were participating, web oversight, policies, concerns, and advertiser selection criteria (see Appendix 1). OSC received 31 responses to the questionnaire representing 21 states.

- ◆ Responses ran the gamut from a strong “absolutely not!” and “no agency engages in this activity”, to “we are considering/are in process of conducting this activity”, to “we’re not doing this, but it’s an interesting idea, and we’d love to hear what you find out!”. The following is a summary of responses:
  - No advertising on state web sites and no plans to do so - 17 responses.
  - Yes, the state currently sells advertising or links- 2 responses (Iowa and Vermont, see below).
  - Not selling advertising or links yet, but we are close to selling space on the site - 1 response (Pennsylvania Fish, Game, Boat Commissions and Tourism).
  - The state had a site sponsorship program that is now defunct - 1 response (Florida).
  - Thinking about selling web site space for revenue- 2 responses.
  - Concern about legal, statutory, policy, and conflict of interest issues - 8 responses.
  - Concern about number of hits needed to net a profit - 2 responses (Oregon and Louisiana).
- ◆ Iowa sells only tourism-related links to for-profits, and gives links to non-profits. Iowa is considering banner ads.
- ◆ Vermont sells ads and links at break even as an add-on to print advertising in its *Vermont Life* on-line magazine. Vermont feels that the existing magazine provided an easy vehicle/transition to on-line ads. The Vermont Department of Tourism is also considering web ads.
- ◆ Pennsylvania is close to selling links or ads in their Fish, Game, and Boat Commissions and Department of Community and Economic Development/Tourism.
- ◆ Many departments were not aware of practices in other departments within their state, frequently prefacing their responses with “to my knowledge...no department sells advertising space...”. As an example, the Vermont Treasurer responded that to their knowledge, no Vermont web sites sold advertising or links and that the state webmaster was unaware of any activity. However, the state sells ads and links through

*Vermont Life*. This awareness gap is probably due to the relative infancy of state government web sites and that few respondents indicated the existence of an enterprise-wide policy governing web site practices.

Appendix 2 contains a summary of selected questionnaire responses. Appendix 3 contains full text of all questionnaire responses. <<BACK

### ***Observations from Survey of State Web Sites***

In addition to the questionnaire, OSC conducted an informal survey of advertising and link practices on 78 web sites across 25 states.

Due to the size and complexity of state web sites, OSC first concentrated on web sites where questionnaire feedback indicated likely presence of private sector ads or links (tourism, fish and wildlife, state magazines). Next, OSC browsed state department web sites with a financial orientation (Comptrollers, Treasurers, Auditors, Departments of Revenue), but found no non-government links. Also, since feedback indicated that quasi-public authorities, municipal government, and county government practices were of interest, a few were included in the survey on an ad hoc basis. Federal government web sites were not included in the survey.

Observations demonstrated that the use of links is widespread on state government web sites. Some state governments link only to other government organizations. Other state governments link to government, non-profits, and for-profits alike. The following is a summary of findings regarding ads, logos, and links:

- ◆ No banner ads were found on state web sites.
- ◆ Corporate logos with embedded links were found on 6 sites:
  - Of the 6 sites, 5 contained logos of firms that developed the site; one logo was for the ISP for the state. Without followup, it is unclear whether web service providers paid for their logos on these pages, or if it was a condition of a contract or agreement with the state.
  - *Vermont Life* online magazine had multiple logos with links on the page.
- ◆ Departments with a heavy financial function tended to have internal government links only. The Wisconsin Department of Financial Institutions was an exception; its site had links to banks, credit unions, collection agencies, etc.
- ◆ One site was found with no internal or external links (Wisconsin Commission of Insurance).

In addition, OSC found that departmental sites with a more tangible consumer orientation tended to have many internal and external links. These government sites fell into two general categories: recreational and services. The following lists contain types departmental sites and the kinds of external links that OSC found:

#### **State Government Sites with a Recreational Orientation**

- ◆ Tourism, Convention/Visitors Bureaus - links to accommodations, attractions, and restaurants.
- ◆ State Fairs - links to entertainer sites, attractions, and corporate sponsors.

- ◆ Parks and Recreation - links to non-profit wildlife or outdoors enthusiast organizations.
- ◆ Fish and Game, Boating, Wildlife - links to non-profit and for-profit wildlife or outdoors enthusiast organizations.
- ◆ Sports - links to major league sports pages - NHL, NFL, NBA, ESPN, and major league baseball.
- ◆ State Lottery - link to site developer.
- ◆ Racing Commissions - links to race tracks.
- ◆ Liquor Commission - links to vintners and distillers.
- ◆ State Magazines - *Vermont Life*, *Arizona Highways*, *Louisiana Conservationist*, etc.
- ◆ Kids Pages - Florida Kids Page has links to Disney site.
- ◆ Arts Council - links to non-profits.

### **State Government Sites with a Service Orientation**

- ◆ Human Services - links to Elder, Mental Retardation, and Social Service resources.
- ◆ Labor - links to state and national for-profit job databases (e.g., MonsterBoard, CareerWeb).
- ◆ Higher Education - links to public and private learning institutions.
- ◆ Transportation - links to mass transit, transportation authorities, airports, and airlines.

Appendix 4 contains a complete summary of observations from the web site survey by state. <<BACK

### ***Policies and Disclaimers***

OSC found disclaimers on West Virginia and Pennsylvania home pages. The following brief disclaimer was found on West Virginia's Department of Tourism Page:

*Please note: We have no control over the content of the sites we link to from this page.*

However, during the state web site survey, OSC came across West Virginia's Standards and Web Page Guidelines document. This policy site ([www.state.wv.us/build/guide/httoc.htm](http://www.state.wv.us/build/guide/httoc.htm)) is well worth a visit, due to its coverage of agency-controlled and externally-linked content, navigation, style, standards, disclaimers, and accessibility. West Virginia cites the Federal government in their acknowledgments, namely the NRC, DOE, and NSF. The following is an excerpt from the West Virginia's policy on external links:

*The decision to include a link to an external source should be consistent with sound public policy, in support of the agency's mission, and based on the WWW site's "statement of purpose." (See section II. A.) .....The ability to link to sources external to your organization is a fundamental part of the World Wide Web, and can add significant value to the functionality of your WWW site.....For example, it may benefit users of your site to link to commercial resources that complement and enhance the value of your organization's WWW presence, or to WWW sites operated by government contractors, universities or others with whom your organization has established an affiliation or agreement. Alternatively, in some cases it may be decided that links to external WWW pages, or specific categories of external links, do not add value to your site or are not appropriate, and will not be permitted.....It is important to avoid giving a user the impression that an agency is endorsing a commercial product. It is also important to avoid giving the impression that an agency is linking to frivolous (or objectionable) sites.....*

South Carolina passed their World Wide Web Home Page policy to us, but their response indicated that no revenue is generated from the site:

#### COMMERCIAL ADVERTISING

*The State Home Page is not intended as a means of promoting an individual firm's commercial activities. Donated services by private firms may be discreetly acknowledged in text or a modest logo but the display of major logos or promotional displays for individual firms is not acceptable. A link to the home page of the firm is acceptable. Classes of individual commercial firms are acceptable for inclusion where display of such information promotes a particular government interest such as tourism and economic development. In such cases, all firms in a particular class must have the opportunity to be included in the display. Examples of this might be the opportunity for inclusion of all hotels or golf courses in a particular geographic area.*

The Commonwealth of Pennsylvania's home page disclaimer aligns with their response to our questionnaire:

*DISCLAIMER: The Commonwealth of Pennsylvania does not endorse the hot links to non-state government organizations that are found on this server. The links are provided to assist the internet users in their searches for information. The Commonwealth takes no responsibility for the hot links' operation or content. The links that may not be an exclusive list of organizations available within the Commonwealth on specific topics. If an organization wishes to be included in the hot link lists, they need to contact the appropriate webmasters. At the discretion of the Chief Information Officer or Communications Office, only links with a related business case will be added. <<BACK*

#### **Summary of Findings**

In conclusion, of the 31 respondents to our questionnaire, only Vermont and Iowa are selling advertising space on their web sites. Vermont is selling advertising through a unique channel, -- as an add-on for advertisers in its state magazine, *Vermont Life*. Iowa is charging for-profits for links. Pennsylvania is "close" to selling space on its Fish, Game, Boat Commissions and Tourism web sites. Florida ran a sponsorship program which it abandoned in 4Q96.

Some states were intrigued with the novelty and potential of the idea and are considering selling web space for revenue, and most expressed interest in our findings. However, more than half of the respondents expressed a strong negative response. Concerns about appropriateness, statutes, policy, and conflicts of interest were voiced by 25% of the respondents. Two respondents expressed a concern about the high amount of traffic required to net a profit.

No banner ads were found on the 78 sites visited. Corporate logos with embedded links were found on 6 sites. OSC observed widespread use of external non-profit and for-profit links. However, links presently seem to be giveaways, not revenue generators. We observed that external links tend to be concentrated on sites with a recreational or service orientation, not a financial orientation.

Few states have developed policies governing web sites. Of the 25 states that OSC visited, only Pennsylvania and West Virginia have disclaimers on their pages. South Carolina

forwarded their commercial advertising policy to us. West Virginia has the most extensive policy we found in our research (see [www.state.wv.us/build/guide/httoc.htm](http://www.state.wv.us/build/guide/httoc.htm)). <<BACK



## ***Appendix 1: E-mail Questionnaire Sent to State Executive Contacts***

Subject:       Dollars from Your Web Site

Hello!

As a potential element of our revenue optimization strategy, the Commonwealth of Massachusetts is exploring the possible opportunities and pitfalls of selling advertising space on our web sites to private sector organizations. We are truly in the initial fact finding stage of this journey, and are wondering if others have already been down this road...Do you have experiences to share with us? If not, do you have a colleague that can share with us? Any lessons learned would be a great contribution in evaluating this issue.

If you don't have experiences to share, please send your thoughts and 'what ifs'. Here are some questions to get your thinking started. Feel free to answer them, or just respond in a free form manner.

1. Does your state, or a department in your state government, currently sell space on a web site to an advertiser for revenue (for-profit or non-profit)? Do you plan to? How about selling space for links (as opposed to advertisements residing directly on your site)?
2. If yes, which department(s) is doing this?
3. Which department(s) is managing or overseeing the relationship(s)?
4. Was there a competitive bid process to choose the advertiser(s)?
5. What government policies govern the advertising?
6. What concerns did your state/department have regarding the potential public perception of state endorsement of an advertiser due to their ad being on the web site? (As a hypothetical example, would an ad for a fast food restaurant on your state's tourism board page be perceived as the state's endorsing one chain's burger over another chain's burger?) How were these concerns addressed?
7. What criteria did you apply to choosing advertisers/types of businesses for the web site, if any? (e.g., what's "appropriate" and how is it defined? services only? consumer goods only?) There are lots of potential issues in this one, including First Amendment...how and where did you draw the line?
8. What limitations did you place on advertisers, if any (e.g., "real estate" on the site, how much space were they given)?

Once again, feel free to add any thoughts you may have regarding advertising on state government web sites. Please respond by February 17, 1998. Thank you for your time. Your input will be greatly appreciated.

Best regards,  
Pat Davis   <<BACK

**Appendix 2: Summary of Selected Questionnaire Responses**

CONTACT	STATE	SUMMARY
Michael Hipp Director, Info Systems	AR	No. No plans to do so.
P.K. Agarwal CIO Franchise Tax Board	CA	No.
Pete Butler Dept. of Mgt. Services	FL	Never sold ad space but did attempt to offer a web partners program (sponsorship of state databases where company logo and link was placed at the top of the page); program was not well received and was discontinued 4Q96.
Mark Yontz Tourism/Internet Director	IA	Yes. Dept of Economic Development/Tourism Division sells links to for-profit orgs. Non-profits get free links. Considering banner ads for both profit and non-profit. Must be tourism-related. No competitive bid process or policies.
Pat Wynn for Jon Eckerle Webmaster Idaho Home Page	ID	No--do not accept or encourage ads; a vendor had a blurb on the bottom of the pages concerning their contribution to the site, but the Webmaster received instructions to remove it.
William Vetter Bureau Manager, Communication & Computer Services	IL	No. Has a procurement Web site--functionality sounds similar to COMPASS.
H. Karlton Division of Administration	LA	No, absolutely not. Concerns about public sector competing with private sector advertising. Also, concerns about the enormous number of hits required to make web advertising profitable.
Carol F. Whitney State Controller	ME	No. Standards, parameters, and disclaimers would be needed. Sees it as an info resource for employees then citizens. Utilities, colleges/universities, tourism may be good fits.
Jeff Linderman, Director Office of Financial Mgt. Dept. of Mgt. and Budget	MI	Forwarded the questionnaire to George Boersma, state CIO for response.
Bob Slade State Auditor's Office	NC	No advertising presently; in the future, it's a gray area and may not be prohibited. Interesting feedback/thoughts regarding selection of advertisers and conflict of interest; quasi-public organizations may be a better fit for web advertising.
Daniel J. Cloutier Administrative Services Budget Office	NH	No advertising and no plans to do so.
Jeffrey Gordon Office of the Comptroller	NY	No advertising and no plans to do so at this point. Concerned about the appearance of influence or favoritism shown to a private sector organization.
John J. Radford	OR	No. Other IT priorities take precedence. Concerned

CONTACT	STATE	SUMMARY
		about the number of hits required to generate revenue, conflict of interest, regulations required.
Mike Zanon Deputy CIO	OR	No, no plans in the foreseeable future, sees it as a "Pandora's box"; concerns about "inappropriate" links.
Tom Horley Multimedia Technology Division Office for Info Technology	PA	Not yet, but independent agencies (Fish, Game, Boat Commissions; Dept. of Community and Economic Development/Tourism) have been discussing for several months. Procedures are based on Governor's Office approval of "business case" links or ads.
Pat O'Cain Assistant Comptroller General	SC	No. Respondent stated that SC's WWW home page policy prohibits the sale of ad space on state home pages, but the policy statement has provisions for logos and links.
Maurice Christiansen Auditor General	SD	No. Not aware of any.
Mike Wegener Office of Comptroller	TX	No. No plans to do so.
Lynne Henninger State Auditor's Office	TX	No.
Andrew Jackson Vermont Life (state-owned and published, self-supporting magazine)	VT	Yes, ads and links sold at break even as an add-on to print advertising in the magazine. Feels that the existent magazine provided an easy vehicle/transition to on-line ads. Tourism Dept is also considering web ads.
Dan Fine Office of the State Treasurer	VT	No. Webmaster also unaware of any such activity or policy.
Bruce Reines Director Bureau of Technology Policy and Planning	WI	No agency to his knowledge; statutory authorization would probably be required; would be the cause for interesting discussion in the legislature.
Mike Slater, Director Div. of Info. Sys. and Communications Dept of Administration	WV	No, and no plans to sell advertising space.
Larry Biggio Wyoming	WY	No direct advertising, just business and education links to informational sites.
Dennis Grenier Department of Audit	WY	No had not heard of any; feels it would be a conflict for the state's audit agency to get involved with advertising. <<BACK

### **Appendix 3: All Questionnaire Responses (Full Text)**

From: "Andrew Jackson" <andy@LIF.STATE.VT.US>  
Cc: ISMTP@gateways@state.ma.us[<SBarrett@gate.STATE.VT.US>],  
ISMTP@gateways@state.ma.us[<PUrban@cio.state.vt.us>]  
Date: 2/6/98 9:22 AM

Your e-mail has been forwarded to me. I am the publisher of the state of Vermont's official magazine, Vermont Life, and we have a Web site on which we sell advertising.

Re. your questions:

1. Does your state, or a department in your state government, currently sell space on a web site to an advertiser for revenue (for-profit or non-profit)? Do you plan to? How about selling space for links (as opposed to advertisements residing directly on your site)?

The ads on our site are sold at about break-even and can only be bought as an ad-on to print advertising in Vermont Life. At the moment, our Web advertising is mainly an R&D project for us and a promotional add-on for the magazine's print ad sales. As the Web advertising market matures, we may consider stand-alone Web ads and/or higher ad rates that would more substantially support the site. Online ads run concurrently with the printed version of Vermont Life. In other words, if you are scheduled to advertise in our Winter issue, your Online ad or link will remain active for the three months between November and February.

We have considered more intrusive ad sales such as banner ads but so far the feeling is that they would be out of character with the rest of the site (see <<http://www.vtlife.com>>.) Currently, all ads are in a separate section of the site reached through a link, "Products, Services & Real Estate", from the home page. Some of the "ads" are simply links from our site to the advertiser's. Others we produce for the advertiser for a small fee, relying mainly on materials they have already supplied for their print ad. If the advertiser needs an elaborate presence, we encourage them to seek a private designer and create a site to which we can link.

2. If yes, which department(s) is doing this?

As far as I know, only Vermont Life is doing this. Our Tourism and Marketing Dept. is planning a greatly enhanced site to encompass many of the state's marketing functions and ad sales will surely be discussed in this regard. But no decisions have been taken.

3. Which department(s) is managing or overseeing the relationship(s)?

Vermont Life

4. Was there a competitive bid process to choose the advertiser(s)?

No. We have published advertising rates for both print and online ads. See the "Advertising Information" link on our site. See also answer to #6 below.

5. What government policies govern the advertising?

I don't believe there is any statutory regulation that addresses this question. Internally, we do not accept ads for tobacco, alcohol or anything which we deem to be potentially harmful to the magazine or to the State of Vermont.

6. What concerns did your state/department have regarding the potential public perception of state endorsement of an advertiser due to their ad being on the web site? (As a hypothetical example, would an ad for a fast food restaurant on your state's tourism board page be perceived as the state's endorsing one chain's burger over another chain's burger?) How were these concerns addressed?

Since all ads are paid, and equally available to all comers, this question has never been raised. As an aside, Vermont Life magazine has operated for years entirely supported by its own business revenues, with no appropriations. This puts it on an equal footing with any other advertising medium, where it must play by the same market rules as a private enterprise. State "endorsement" might become an issue if advertising was sold below prevailing market rates or could be seen as subsidised by the taxpayer.

7. What criteria did you apply to choosing advertisers/types of businesses for the web site, if any? (e.g., what's "appropriate" and how is it defined? services only? consumer goods only?) There are lots of potential issues in this one, including First Amendment...how and where did you draw the line?

See answer to #5 above.

8. What limitations did you place on advertisers, if any (e.g., "real estate" on the site, how much space were they given)?

See answer to # 1 above. For the very modest rates we charge, we cannot afford to produce more than what amounts to a fancy "classified" ad, defined in our ad rates as "1 graphic, 1 logo, and 75 words". Since the magazine appears only quarterly, the Web site offers a flexibility not available in print, so for a small production charge, real estate advertisers may change the content of their ad during its three-month run if, for example, the original property sells.

I hope this information is helpful. Essentially, I think Vermont Life gives Vermont a uniquely appropriate medium for selling ads. The magazine already has the infrastructure to manage ad sales, production, billing, customer service, etc., etc. All of this might have to be developed from scratch, absent an existing medium.

Best wishes,

\*\*\*\*\*

Andrew Jackson  
Vermont Life Magazine  
6 Baldwin St.  
Montpelier, VT 05602-2100  
Phone: 802-828-3244 Fax: 802-828-3366  
e-mail: <ajackson@lif.state.vt.us>

Visit Vermont Life online at <<http://www.vtlife.com>>

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From: "Dan Fine" <[dfine@tre.state.vt.us](mailto:dfine@tre.state.vt.us)>

Cc: ISMTP@gateways@state.ma.us["Douglas, Jim" <[Windows/ADMIN/JimD@tre.state.vt.us](mailto:Windows/ADMIN/JimD@tre.state.vt.us)>]

Date: 2/5/98 11:27 AM

Pat -

To my knowledge, no State of Vermont web sites sell advertising space (or links) on their web pages at this time. The Treasurer's Office certainly does not. The webmaster at GOVNET (the state agency that administers the internet infrastructure) is also unaware of any such activity or policy, and imposes no policy of its own, except the autonomy of the agencies it serves. I don't know if there is a policy at any higher level, but I suspect noone here has even thought of it!

I'm sorry we have nothing better to offer, but you may be trailblazing an area that will come up for us down the road.

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From: "Lowell Sneller" <[lsnelle@max.state.ia.us](mailto:lsnelle@max.state.ia.us)>

Cc: ISMTP@gateways@state.ma.us["jyoungb@max.state.ia.us" <[jyoungb@max.state.ia.us](mailto:jyoungb@max.state.ia.us)>]

Date: 2/3/98 5:32 PM

Response to questionnaire. I talked to Mark Yontz the tourism/internet director and he gave me the following information. They are the only ones using advertising at this point. The questions are answered below.

---

From: Jim Youngblood

Sent: Monday, February 02, 1998 4:31 PM

To: Lowell Sneller

Lowell would you please respond to this for me and do we or any agency sell space on any of our pages? Please let me know and thanks for taking care of this request. Jim

---

Sent: Monday, February 02, 1998 3:37 PM

To: [hankl@state.mi.us](mailto:hankl@state.mi.us); [mikemcgrath@state.mn.us](mailto:mikemcgrath@state.mn.us); [jamesnobles@state.mn.us](mailto:jamesnobles@state.mn.us); [rafteb@mail.state.wi.us](mailto:rafteb@mail.state.wi.us); [jvoight@mail.state.wi.us](mailto:jvoight@mail.state.wi.us); [jyoungb@max.state.ia.us](mailto:jyoungb@max.state.ia.us); [aicsteve@vmhost.cdp.state.ne.us](mailto:aicsteve@vmhost.cdp.state.ne.us); [fredb@dasec.wpo.state.ks.us](mailto:fredb@dasec.wpo.state.ks.us)

Hello!

As a potential element of our revenue optimization strategy, the Commonwealth of Massachusetts is exploring the possible opportunities and pitfalls of selling advertising space on our web sites to private sector organizations. We are truly in the initial fact finding stage of this journey, and are wondering if others have already been down this road...Do you have experiences to share with us? If not, do you have a colleague that can share with us? Any lessons learned would be a great contribution in evaluating this issue.

If you don't have experiences to share, please send your thoughts and 'what ifs'. Here are some questions to get your thinking started. Feel free to answer them, or just respond in a free form manner.

1. Does your state, or a department in your state government, currently sell space on a web site to an advertiser for revenue (for-profit or non-profit)? Do you plan to? How about selling space for links (as opposed to advertisements residing directly on your site)?

Only Iowa Department of Economic Development sells links (no adds) on their web site for profit organizations. Non-profits get free links. They are thinking about banner adds which would probably be billed for both profit and non-profit the same. No price set yet. Only the Tourism division sells the links.

2. If yes, which department(s) is doing this? Economic Development

3. Which department(s) is managing or overseeing the relationship(s)? None

4. Was there a competitive bid process to choose the advertiser(s)? No bid process for the links but they must be of a Tourism nature

5. What government policies govern the advertising? None that we know of relating to the Internet

6. What concerns did your state/department have regarding the potential public perception of state endorsement of an advertiser due to their ad being on the web site? (As a hypothetical example, would an ad for a fast food restaurant on your state's tourism board page be perceived as the state's endorsing one chain's burger over another chain's burger?) How were these concerns addressed?

They are treating adds on the Internet the same as it would be in any of their publications.

7. What criteria did you apply to choosing advertisers/types of businesses for the web site, if any? (e.g., what's "appropriate" and how is it defined? services only? consumer goods only?) There are lots of potential issues in this one, including First Amendment...how and where did you draw the line?

Noted above

8. What limitations did you place on advertisers, if any (e.g., "real estate" on the site, how much space were they given)? Must be tourism related.

Once again, feel free to add any thoughts you may have regarding advertising on state government web sites. Please respond by February 17, 1998. Thank you for your time. Your input will be greatly appreciated.

Best regards,  
Pat Davis

---

From: <thorley@mailnet.state.pa.us>  
Date: 2/4/98 10:55 AM

Pat,  
The response to your questions are listed below in your original message. If you have questions, Please contact me at the Number below.

Tom Horley  
Multimedia Technology Division  
Bureau of Desktop Technology  
Office for Information Technology  
Governor's Office of Administration  
One Technology Park Drive  
Harrisburg, PA 17110  
Tel: 717.772.8002  
Fax: 717.772.8018  
email: thorley@state.pa.us

Hello!

As a potential element of our revenue optimization strategy, the Commonwealth of Massachusetts is exploring the possible opportunities and pitfalls of selling advertising space on our web sites to private sector organizations. We are truly in the initial fact finding stage of this journey, and are wondering if others have already been down this road...Do you have experiences to share with us? If not, do you have a colleague that can share with us? Any lessons learned would be a great contribution in evaluating this issue.

If you don't have experiences to share, please send your thoughts and what ifs+. Here are some questions to get your thinking started. Feel free to answer them, or just respond in a free form manner.

1. Does your state, or a department in your state government, currently sell space on a web site to an advertiser for revenue (for-profit or non-profit)? Do you plan to? How about selling space for links (as opposed to advertisements residing directly on your site)? Not at this time. But several of the independent agencies have been thinking and/or talking about it for several months.
2. If yes, which department(s) is doing this? Pennsylvania Game Commission(PGC), the Pennsylvania Fish and Boat Commission(PFBC), and the Department of Community and Economic Development(DCED).
3. Which department(s) is managing or overseeing the relationship(s)? If it occurs in Game and Fish and Boat, our procedures request that the Governor's Office be notified and approve any agency "Business case" links or advertising. In DCED, it was part of a contract for marketing the Commonwealth in our virtual Visitor's Guide and slogan.
4. Was there a competitive bid process to choose the advertiser(s)? No
5. What government policies govern the advertising? Procedures are in place to limit it to "business case".
6. What concerns did your state/department have regarding the potential public perception of state endorsement of an advertiser due to their ad being on the web site? (As a hypothetical example, would an ad for a fast food restaurant on your state's tourism board page be perceived as the state's endorsing one chain's burger over another chain's burger?) How were these concerns addressed? N/A



7. What criteria did you apply to choosing advertisers/types of businesses for the web site, if any? (e.g., what+s -appropriate- and how is it defined? services only? consumer goods only?) There are lots of potential issues in this one, including First Amendment...how and where did you draw the line?N/A

8. What limitations did you place on advertisers, if any (e.g., -real estate- on the site, how much space were they given)?N/A

Once again, feel free to add any thoughts you may have regarding advertising on state government web sites. Please respond by February 17, 1998. Thank you for your time. Your input will is greatly appreciated.

Best regards,

Pat Davis

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From: "Whitney, Carol F" <Carol.F.Whitney@state.me.us>

Cc: ISMTP@gateways@state.ma.us["Jacobs, Charles A <Charles.A.Jacobs@state.me.us>]

Date: 2/5/98 11:52 AM

Thanks for the chance to contribute, Pat. Having worked in the private sector most of my life, this is appealing, though it may not be to the public sector in general. Your questions and my hypothetical answers:

1. Selling space would first have to have some standards and parameters, otherwise your website will look like a magazine rather than a serious information site. I would first think around state vendors: 457 plan vendors, for example. Next, which private sector companies have something important to say to citizens. Right now utilities leap to mind. It might be fair to say citizens haven't a clue what deregulation will mean or what they will have to do in selecting a power provider. Colleges may be candidates, but that raises the issue of competing with the State university system. Tourism sites...here you need to be careful and apply standards. One of the areas state employees know little about is personal financial planning...this is a competitive business that is unregulated(standards)...maybe you invite all who meet your standards to create an interactive website listing contacts and all pay a fee. I would come at this looking at what would help employees and next citizens.

2. We have a Department of Administration and Financial Services that would take the lead. Within the department is the CIO and his organization and the financial business decision makers. You might consider a group representing all departments to ensure capturing the best ideas. Finance could facilitate.

3. Perhaps management falls to the group mentioned above in their areas of expertise, and decisions are passed by the whole group.

4. I would not RFP...you could get low balled by someone you don't want on your webpage...stick to your standards of excellence and vendors in the same field work together and list contacts.

5. These need to be set by the "group", and finance(CFO).

6. Run disclaimers where there is competition that all fast food chains, for example, are not participating. And that this is purchased advertising that adheres to certain standards set by the state.

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From: <hkarlto@doa.state.la.us>  
Date: 2/3/98 12:16 PM

The responsibility for this service falls under our Office of Information Services group and I spoke to the director. The following represents his opinion at this time and is not an official position.

#1. No, absolutely not.

#2-5 Not applicable

#6 We do not have reservations about this such as the one mentioned as well as what limits do you place on whose ads you take. It also would appear to us to be the public sector competing with private sector advertising. The only people who make what we would consider significant dollars selling ad space are those with enormous numbers of hits daily (Yahoo, Netscape, other megasites). Would our number of hits qualify, particularly if we divide it among all the participating sites?

#7 Agree with the problems. See comments on #6.

It is an interesting idea. Sorry we couldn't be of more help.

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From: "Pat O'Cain" <pocain@cg.state.sc.us>  
Date: 2/3/98 9:43 AM

Ms. Davis,

The state of SC's World Wide Web Home Page policy includes the following statement concerning commercial advertising on an official State Government Web site. Obviously, this policy prohibits the sale of advertising space on the state's home pages. If I can be of any further assistance please let me know.

Pat O'Cain  
Assistant Comptroller General  
E-Mail: pocain@cg.state.sc.us

#### COMMERCIAL ADVERTISING

The State Home Page is not intended as a means of promoting an individual firm's commercial activities. Donated services by private firms may be discreetly acknowledged in text or a modest logo but the display of major logos or promotional displays for individual firms is not acceptable. A link to the home page of the firm is acceptable. Classes of individual commercial firms are acceptable for inclusion where display of such information promotes a particular government interest such as tourism and economic development. In such cases, all firms in a particular class must have the opportunity to be included in the display. Examples of

this might be the opportunity for inclusion of all hotels or golf courses in a particular geographic area.

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From: "RADFORD John J" <John.J.RADFORD@state.or.us>  
Date: 2/2/98 5:00 PM

Hi, Pat.

Well, anything is possible. Who knows, the day might come when all governments will be selling advertising on their web sites.

It would be doubtful that we would see such practices develop in Oregon in the near term. (Assuming you're contemplating revenues from private sector sites.) We have too many other IT priorities and severely limited IT resources to begin an R&D process evaluating the possibilities. We are generations behind in software development, IT Leadership, organizational development for the digital age, and no relief in site. Here are some thoughts.

1. Could be easily done from a technical standpoint.
2. The RFP/RFI and subsequent government evaluations, controls, and other administrative processes to ensure fair and equitable treatment throughout the transaction cycle would likely eat up any profits.
3. The legal pitfalls and potential lawsuits from citizens interested in deep pockets would likely give our Risk Managers additional sleepless nights.
4. State Auditors would have a field day at the first glimpse of problems or issues that would eventually arise. Management in turn would have to spend considerable time and effort to develop and enforce agency rules and regulations and new controls to eliminate any possibility of risk. Probably breed a new class of "Government Surf Police."
5. Most government sites do not get enough hits to warrant significant investments and probably would not generate significant revenues. You need volume to attract even modest advertising money.
6. Conflict of interest problems would be generated from the use of such advertising particularly given governments role as regulators and protectors of the public interest.
7. Public perception is everything. I could envision some publics endorsing the idea and some dead against it.

This of course is an excellent idea, but I'm not sure if it would be practical for governments. At least here in anti-government Oregon land.

Good luck to you.

---

"Robert A. Slade" <raslade@aud.osa.state.nc.us>  
2/12/98 4:29 PM

Pat,

Your question has precipitated some interesting discussions here in the North Carolina State Auditor's Office. It was neither boring or totally job related, I might add. Seems that some minds took the possibilities further than even you open-ended questions probably intended.

Let me address your issues as best we can. The easiest and most specific statement I can make is that the commercial advertising issue for us is a gray area and MAY not be prohibited.

We had a situation recently where the State Zoo had some employees used in advertising for the Ford dealership network. This raised issues of conflict of interest (or at least the appearance of conflict) if they purchased products from the advertisers.

Other situations lately which have gotten attention involve local school systems contemplating the use of ads in and on school buses or individual companies sponsoring special awards in various school systems.

We do not currently have advertising on our web sites. While it may be due to not having thought of it, in this case, it may be that ignorance is bliss. With the freedom of speech issue, it's like virginity, once it's gone, it's gone. We realize that some things would be inherently off limits (pornography, for example), but some interesting dilemmas could arise.

For example, how would the great state of NC handle tobacco advertising? alcohol advertising? What if a tourist attraction (say, Myrtle Beach SC) bought space on our Commerce Dept. web site when that agency is responsible for promoting NC travel and tourism? On what grounds would you refuse? A current hypothetical favorite would be the coalition of hog farms (mega farms) advertising on our environmental agency web page and dissing our municipalities for their role in pollution.

Our general opinion is that if you have a quasi-public function like a zoo or a museum, you stand a better chance of avoiding potential problems. We came to call this the public radio/tv approach. If you notice NPR or CPB, they don't have commercials, but their recognitions of sponsorship are very close and use all the current marketing buzz words. If you try to open up what would be the main stream agencies to advertising, that's when you get into the most problems as we see it.

Hope these observations help. Let us know what you come up with. We have a pool going on your outcomes.

Bob Slade  
Deputy State Auditor

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"Michael A. Zanon" <mike.zanon@state.or.us>  
2/12/98 6:38 PM

Pat, sorry for the delay in getting a response back to you. The State of Oregon doesn't currently sell web advertising nor do I foresee us doing this in the near future.

While I understand and appreciate the potential for raising revenue, I think it opens a Pandora's Box of issues that would have to be dealt with. Are all potential advertisers allowed to bid (e.g. white supremacist orgs., adult bookstore, religious organizations, political action

committees, etc.)? If not, who decides what is an allowable organization and what is not? Who researches the advertisers to determine if they have any political agenda/connections? What if the link to seemingly harmless advertiser has inappropriate links to other sites?

I hope this helps a bit. Best wishes!

---

"Butler, Pete" <ButlerP@dms.state.fl.us>  
2/24/98 11:46 AM

Patricia -

The State of Florida's Department of Management Services has never sold advertising space on our website, however we did attempt to offer a web partners program. The program began in the 1st quarter of 1996. Basically, what the program was designed to do was allow vendors the opportunity to sponsor different database applications we offer over the web (job search, telephone directory, purchasing records, etc.). In return for sponsoring the application, we would place their company logo, along with a link back to their webpage, at the top of the pages related to the database application. The idea didn't receive much support from the vendor community and, as a result, we discontinued the sponsorship program by the 4th quarter of 1996.

I hope this was helpful to you. Please feel free to contact me if I can be of further assistance.

Pete Butler  
Office # 904-414-6734

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"Wynn, Pat" <pwynn@adm.state.id.us>  
2/25/98 7:28 PM

Dear Pat,  
Our State Controller, J.D. Williams, forwarded your letter of inquiry to the Department of Administration for response. We apologize for not getting back to you sooner. Following is a response from our Webmaster for the State of Idaho Home Page, Jon Eckerle:

"To the best of my knowledge we have never given this type of idea any type of consideration. With the design of our new web pages, Cybersystems has placed a little blurb at the bottom of the pages concerning their contribution to the project but, I have received instructions to remove that so I would hazard a guess that the answer, at least as things now stand, is no, we do not accept nor encourage paid advertising on our web site."

The questions you have asked in determining state/web page involvement in this issue, are excellent ones and serve well in developing appropriate criteria. Good luck in your efforts. If you would like to visit with Jon further, his number is 208-4786 or jeckerle@adm.state.id.us

Pat Wynn, Dept. of Administration, 208 334-3530

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"Larry Biggio" <LBIGGI@missc.state.wy.us>  
2/24/98 1:09 PM

Patricia:

Jan Washburn, the Deputy State Auditor here in Wyoming passed along your request of 2/2/98 for information on selling advertising space on state web sites. I looked at most of the web sites for state agencies and didn't see any advertising. We do have links to businesses, education, etc. on some of our informational web sites, but I didn't see any direct advertising on our web pages. I haven't heard of any plans to sell space on our web sites. Please let me know if you need additional information.

Larry Biggio

---

"Dennis Grenier" <DGREN1@missc.state.wy.us>  
2/18/98 12:24 PM

\*\* High Priority \*\*

This is a very interesting concept. In general, I have not heard of any of our state agencies that are selling advertising or have explored the idea. Since the Department of Audit is the independent audit agency for the State of Wyoming, we feel it would be a conflict for our agency to get involved in selling advertising.

---

"Nelson, Linda L. (Technology)" <Lnelson@dms.state.fl.us>  
2/3/98 3:17 AM

Have you considered subscriptions to vendors/customers who plan to sell training, access products, goods, services? Linda

---

"Steve Lisauskas" <SLISAUSKAS@osc.state.ny.us>  
3/16/98 1:22 PM

Ms. Davis,

This is written in response to your e-mail to Comer Coppie, First Deputy Comptroller for the State of New York. The Governor of New York recently established a statewide Office for Technology which may be able to answer your questions.

The Office for Technology (OFT) can be found on the Internet at [www.irm.state.ny.us](http://www.irm.state.ny.us). We do not know to whom you should speak but Camaron Thomas, Director of OFT, should be able to point you in the right direction.

I hope this information is useful to you. Best of luck in your research.

Stephen Lisauskas  
Assistant to the First Deputy Comptroller

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"Jeff Linderman" <LindermanJ1@state.mi.us>  
2/9/98 12:30 PM

George Boersma, the state's CIO, will be responding to you directly on this.

JJL

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<William\_O\_Monroe@mail.dbf.state.fl.us>

2/5/98 6:09 PM

Pat: I forwarded you request to the Florida Department of Managment Services. They will provide you information about Florida experiences.

---

"Harvey C. Eckert" <heckert@coin.state.pa.us>

2/3/98 5:25 PM

I understand that your inquiry was forwarded to George White, the appropriate person.

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"Information Systems" <dschulte@mail.state.mo.us>

2/3/98 2:14 PM

Ms. Davis: I represent the Department of Corrections for the State of Missouri. My department currently has no web site,however the state does. I have passed your request on to Mr. Mike Benzen, Chief Information Officer for the state. I believe that he and his staff are best suited to respond to your request, especially from a statewide perspective.

I think that you are pursuing a very interesting strategy. Good luck with it. Please, do not hesitate to contact me if there is anything else I can help you with. Regards...

David L. Schulte  
Director, Information Systems  
Missouri Department of Corrections  
2729 Plaza Dr.  
Jefferson City, MO 65102

(573) 526-6451  
dschulte@mail.state.mo.us

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"Don Edmiston" <dedmisto@coin.state.pa.us>

2/2/98 4:23 PM

Your request for information was forwarded to George White, Office of Administration (gwhite@mailnet.state.pa.us), for response on behalf of the agencies under the Governor's jurisdiction.

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"Mike Slater" <Mslater@gwmail.state.wv.us>

2/13/98 8:42 AM

Ms. Davis:

I am the director for the Division of Information Services and Communications, Dept. of Administration, state of West Virginia. This office is responsible for maintaining a web site for West Virginia state government. We do not sell space nor do we have current plans to do so.

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<LBH@sao.state.tx.us>

2/12/98 12:01 PM

Pat,

Our office currently does not sell space on a web site to an advertiser for revenue.

Lynne Henninger  
Texas State Auditor's Office

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<REINEWB@mail.state.wi.us>

2/8/98 8:37 AM

Patricia:

To my knowledge, no agency in the State of Wisconsin currently engages in this type of activity. Off the top of my head, I believe that in order to undertake this type of arrangement, we may need statutory authorization. It certainly would be the cause for some interesting discussion in the Legislature.

If you find that other state's are selling advertising space, I would be interested in hearing about it.

Bruce Reines  
DOA  
State of Wisconsin

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"Jeffrey Gordon" <jgordon@osc.state.ny.us>

2/6/98 10:02 AM

Ms. Davis:

We do not accept advertising for our web site and have no plans to do so at this point. We would be concerned that putting advertising for a for-profit company could create an appearance of influence or favoritism for one company or one industry. I am not aware of any New York State agency which puts advertising on their web sites. You may wish to contact Cameron Thomas, who coordinates the web efforts of New York State agencies. I believe you may reach her through the webmaster at the Governor's web site: [www.state.ny.us](http://www.state.ny.us).

Feel free to contact me if you have further questions.

Jeffrey Gordon  
Office of the State Comptroller  
New York State

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"Cloutier, Daniel J." <DCLOUTI@Admin.State.NH.US>

2/5/98 11:53 AM

The State of New Hampshire does not nor plan to sell advertising space on our web sites.

>

>Thanks ...

>Dan

>Daniel J. Cloutier, Business Supervisor

>email: DCloutier@Admin.State.NH.US

>Tel: 603.271.3204 - Fax: 603.271.6600

>State of NH - Administrative Services - Budget Office

>25 Capitol Street - State House Annex - Room 118

Concord, NH 03301-6398

<http://www.state.nh.us/das/>

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"William Vetter" <WVETTER@CMS084R1.STATE.IL.US>

2/3/98 8:40 AM



We have sold no advertising or anything else on the Web. However, we are contracting with a vendor to display and control all our bid offerings, including all specs, and all awards and results of procurements. The vendor will be able to categorize, and offer an electronic notice of a bid in a desired category for a prospective provider. The vendor we work with will offer a subscription to potential vendors to provide this service. There will be no charge to the State of Illinois nor will there be any income to the State.

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"Agarwal.PK" <PK\_Agarwal@ftb.ca.gov>  
2/2/98 6:53 PM  
California is not.

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"Christiansen, Maurice C." <chris@dla.state.sd.us>  
2/2/98 6:47 PM  
I am not aware of any agency in South Dakota advertising on the web site to generate revenue.

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"Michael Hipp" <michael.hipp@mail.state.ar.us>  
2/2/98 4:35 PM  
Thanks for including us in your survey.

We are not currently selling ad space on any of our web sites and have no plans for such.

Michael Hipp  
Director, Dept. of Information Systems

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"Mike Wegner" <mike.wegner@cpa.state.tx.us>  
2/2/98 4:31 PM  
Dear Ms. Davis,

Mr. Sharp passed along your email and asked that I contact you.

Our agency, the Texas Comptroller of Public Accounts, does not sell advertising space on our Web server. We do not have any plans to do so in the future.

Regards,

Mike Wegner  
mike.wegner@cpa.state.tx.us <<BACK

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**Appendix 4: Random Survey of State Web Sites**

STATE	DEPT OR ORG. SITE VISITED	LOGO/ ADS?	LINKS?	REMARKS	EXAMPLES OR NOTEWORTHY OR UNIQUE SITUATION -->SEE URL
AK	Division of Tourism		✓	links to non-profit trade associations such as Alaska Wilderness Recreation Ass'n	
AK	State home page		✓	links to World Extreme Skiing Championships in Valdez	
AK	City of Juneau	✓	✓	logos for a consulting firm (Manchee and McLean) and 3 local radio stations appear on city home page; links to the advertiser's home pages	www.juneau.com (sponsored by convention and visitor's bureau)
AK	Division of Fish & Game		✓	no for-profit links	
AR	Business Resource Directory		✓	links to national employment databases (Monster Board, Career Web, etc.)	
AR	Dept of Parks and Tourism		✓	public and private sector links	
AR	Game and Fish		✓	public sector links only	
AR	Sports		✓	interesting page on state server; links to public/private university and college sports programs; also professional sports and media orgs such as NBA, NHL, NFL, ESPN, etc.	
AR	Division of Info. Svcs		✓	public sector links only	
AZ	Arizona Highways magazine		✓	magazine published by AZ Dept of Transportation; ad-free; has links to for-profits (galleries, contributing photographers etc.)	www.arizhwys.com
AZ	Flagstaff Convention		✓	site is a service of convention	www.flagstaff.az.us

STATE	DEPT OR ORG. SITE VISITED	LOGO/ ADS?	LINKS?	REMARKS	EXAMPLES OR NOTEWORTHY OR UNIQUE SITUATION -->SEE URL
	and Visitor's Bureau			bureau funded by BBB (bed, board, booze) tax revenues	
CA	Tourism		✓	private & public sector links	<a href="http://www.gocalif.ca.gov/guidebook/traveldir/hotels/">www.gocalif.ca.gov/guidebook/traveldir/hotels/</a>
FL	Kids Page		✓	lots of private sector links (Disney)	<a href="http://www.dos.state.fl.us/kids/kidslink.html">www.dos.state.fl.us/kids/kidslink.html</a>
FL	Elder Affairs		✓	links on aging resources (diseases, nursing homes, programs); private and public sector	<a href="http://www.fdhc.state.fl.us/nurhome/guide.html">www.fdhc.state.fl.us/nurhome/guide.html</a>
FL	Game and Fish		✓	links to private sector "partners" and non-profit conservation organizations	
IA	Tourism		✓	private & public sector links; per IA contact, links are sold to private sector and given to non-profits	
ID	Tourism		✓	extensive links to airlines, rental car companies, plus the more typical accommodations and restaurants	
IL	Tourism		✓	links to local convention & visitor's bureaus	
IL	Div. of Natural Resources		✓	links to private and public sector organizations	
LA	Tourism		✓	links to golf courses, but very few of the more typical links to accommodations and dining--these are simply listed.	
LA	Job Seekers		✓	links to many on-line job databases (government and private sector)	
LA	Higher Education		✓	links to both public and private colleges and universities	
LA	Wildlife & Fisheries		✓	<i>Louisiana Conservationist</i> on-line magazine hawks gift merchandise	

STATE	DEPT OR ORG. SITE VISITED	LOGO/ ADS?	LINKS?	REMARKS	EXAMPLES OR NOTEWORTHY OR UNIQUE SITUATION -->SEE URL
				(shirts, knives, cookbooks, caps, etc.) and a recipe for squirrel stew!	
LA	Information Services, Telecommunications Mgt.		✓	links are internal (LA government only)	
MA	Massport		✓	links to most airlines	
MA	MBTA		✓	links and extensive listing of discounts (bars, restaurants, services)	
MA	Travel & Tourism		✓	link to SnoCountry magazine	
MA	Fish and Wildlife		✓	links to for-profit and non-profit organizations	
ME	Tourism		✓	more extensive tourism links - the usual plus banks, farms, antiques, boating, bookstores, etc.	
ME	Economic Development		✓	links to Maine Made Wholesale Buyer's Guide	interesting idea -- <a href="http://www.mainemade.com">www.mainemade.com</a>
ME	Elder and Adult Svcs		✓	no strictly commercial links	
ME	Inland Fish & Wildlife		✓	links to Partners in Flight (for bird enthusiasts); links to non-profit and for-profit outdoor organizations and businesses	
ME	State Lottery	✓	✓	small logo with link to developer of the site (New Media Development Group)	
ME	Job Seekers		✓	links to on-line job databases	
MI	Gaming Control Board			location information only on casinos, horse racing, lottery; but no links	<a href="http://www.state.mi.us/mgcb">www.state.mi.us/mgcb</a>
MI	Data Center		✓	public sector links only	
MI	Historical Center (Archives)				
MN	Office of Technology		✓	all links are to government	

STATE	DEPT OR ORG. SITE VISITED	LOGO/ ADS?	LINKS?	REMARKS	EXAMPLES OR NOTEWORTHY OR UNIQUE SITUATION -->SEE URL
				organizations	
MN	Dept of Admin/ Technology Mgt. Bureau	✓	✓	corporate logo (Forrester Research) appears on the page; links seen to be on state server	<a href="http://www.state.mn.us/ebranch/admin/ipo/forrest/forrest.html">www.state.mn.us/ebranch/admin/ipo/forrest/forrest.html</a>
MN	Fish and Game		✓	all links are to government organizations	
NH	Tourism		✓	links to for-profits and non-profits	
NH	Liquor Commission		✓	links to vintner and distiller sites	
NH	Fish and Wildlife	✓	✓	all non-government links except there is a link at bottom of the page to Mainstream EIS (an ISP); also, has an on-line product catalog	
NH	Pari-Mutuel (racing) Commission		✓	many private sector links	
NY	Tourism		✓	use of links vary by region; for example, NYC only lists businesses (no links); others are links from the state page to covention & visitor's bureaus or regional non-profits with links to businesses	<a href="http://www.iloveny.state.ny.us">www.iloveny.state.ny.us</a>
NY	Data Center		✓	no non-government links	
NY	STAR Tax Savings Program	✓	✓	small corporate logo and link at the bottom of the page to Map Info Corporation	
NY	Council on the Arts		✓	links to government and non-profits	
NY	Department of Labor		✓	no non-government links	
NY	Office of Technology		✓	only state government links	
OR	Commerce		✓	list of ISP's with private sector links; also links to on-line job databases	

STATE	DEPT OR ORG. SITE VISITED	LOGO/ ADS?	LINKS?	REMARKS	EXAMPLES OR NOTEWORTHY OR UNIQUE SITUATION -->SEE URL
OR	Tourism		✓	links to accomodations & dining	
OR	Fish and Wildlife		✓	no non-government links	
OR	Forestry		✓	no non-government links	
OR	Geology & Minerals		✓	no non-government links	
OR	State Fair		✓	links to private sector (entertainers, radio stations, ticket resellers)	
PA	Travel and Tourism		✓	private & public sector links	
PA	Fish and Boat Commission		✓	has online magazine called <i>PA Angler &amp; Boater</i> with private sector links	<a href="http://www.state.pa.us/PA_Exec/Fish_Boat/janfeb.htm">www.state.pa.us/PA_Exec/Fish_Boat/janfeb.htm</a>
SC	Prison Industries			on-line catalog only; will sell to non-profits; MA DOC has the same type of catalog, but only sells state/municipal government only	<a href="http://www.state.sc.us/scdc/pi">www.state.sc.us/scdc/pi</a>
SC	Tourism		✓	typical links (accommodations, dining, attractions)	
SC	multiple departments (Archives & History, Agriculture, Arts, Attorney General, Human Resources, Comptroller General, Info Technology)		✓	no non-government links	
SD	Fish & Wildlife		✓	links to other state and Federal Fish & Wildlife depts.	
SD	Tourism		✓	typical links (accommodations, dining, attractions)	
SD	Arts Council		✓	links to non-profits only	
TX	Home Page		✓	links to America's Job Bank	
TX	Parks & Wildlife		✓	links to government and non-profits only	
TX	Railroad Commission		✓	links to non-profits only	

STATE	DEPT OR ORG. SITE VISITED	LOGO/ ADS?	LINKS?	REMARKS	EXAMPLES OR NOTEWORTHY OR UNIQUE SITUATION -->SEE URL
TX	Information Resources		✓	links to TX state departments only	
VT	Department of Tourism and Marketing/ <i>Vermont Life</i> magazine	✓	✓	in <i>Vermont Life</i> on-line magazine, ads & links are an extension of the ad fee for products, services, and real estate	<a href="http://www.state.vt.us/vtlife/index.htm">www.state.vt.us/vtlife/index.htm</a>
WI	Tourism		✓	typical accommodations & attractions links	
WI	Employee Relations		✓	links to other WI state government departments only	
WI	Department of Financial Institutions		✓	links to home pages of banks, savings banks, credit unions, collection agencies, and trade associations	
WI	Commission of Insurance			no links, but registered insurers and agencies are listed	
WI	Agriculture		✓	no non-government links	
WI	Natural Resources		✓	all government and non-profit links	
WV	Tourism		✓	has a disclaimer: "Please note: We have no control over the content of the sites we link to from this page."	
WV				Standards and Web Page Guidelines document; this site is definitely worth visiting.	<a href="http://www.state.wv.us/build/guide/httoc.htm">www.state.wv.us/build/guide/httoc.htm</a> <<BACK

